University of Virginia Library

Policy and Guidelines on Promotion in Rank

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I. Introduction

Role of Library Faculty within the University
Along with other colleagues across the libraries, University of Virginia Library Faculty members build, manage, and provide access to a rich and unique record of human thought and creativity. They demonstrate flexibility, creativity, and imagination in their work and adapt to and help shape a continuously evolving work environment. They provide consistently high quality service to the University, and help meet the needs of teaching and research communities within the University, the Commonwealth, and elsewhere. They apply professional, scholarly and disciplinary knowledge in a series of related functions: selecting, acquiring, organizing, and preserving scholarly information; teaching in both formal and informal settings; and providing organization and management of the staff and resources that facilitate access to scholarly
information and library services for our users within the mission of the University Library. They provide academic support for research and teaching; promote technological advances in support of scholarship, research, and pedagogy; and make professional and scholarly contributions within their own fields. Library Faculty members are members of the Administrative and Professional Faculty and, as such, are colleagues with the academic teaching faculty in the pursuit of the educational mission of the University.

Purpose of this Policy
This document should be the cornerstone of an ongoing discussion between Library Faculty, their supervisors, and department heads, if appropriate, that begins the first day of a Library Faculty member’s career at the University of Virginia. It exists to set the standards and procedures for appointment and promotion to the various Library Faculty ranks and to recognize the achievement of excellence by Library Faculty members by awarding career rank. It is the authoritative document governing application for promotion.

Additional Policies
Library Faculty at the University of Virginia are Non-Tenure-Track Administrative and Professional Faculty and as such are governed by the University Policy HRM-003 “Employment of Non-Tenure-Track Faculty”. HRM-003 addresses, among other topics: Terms of Appointment (Library Faculty are appointed for 3 year contract); Performance Expectations; Contract Reappointment Review; Expectation of Continued Employment.

II. Definitions of Library Faculty Ranks

A. Affiliate Librarian
The rank of Affiliate Librarian is the beginning professional rank, which requires little or no prior library experience. Individuals will possess either a master's degree in library and information science or equivalent professional credentials at the master's degree level, and typically work in close consultation with their supervisors. Affiliate Librarian is a probationary status and not a career rank. An individual must be promoted to the Assistant rank or, subject to the review of the University Librarian, his/her appointment with the University of Virginia Library will not be renewed.

B. Assistant Librarian
The rank of Assistant Librarian is an intermediate career rank at which an individual may remain indefinitely. Individuals perform duties with more independence and initiative than at the Affiliate Librarian level, continue to increase knowledge and skills, provide service to the Library and University and participate in professional activities.
C. **Associate Librarian**
The rank of Associate Librarian is an intermediate career rank at which an individual may remain indefinitely. Individuals generally perform duties independently and with initiative, have recognized knowledge and skills, and make contributions to the Library and to their profession, which are recognized at state, regional, national, or international levels.

D. **Librarian**
The rank of Librarian is the highest career rank. Individuals display outstanding leadership qualities, possess a high level of expertise in their assigned areas of responsibility in the Library, and exhibit extraordinary achievement in their professional endeavors. They make outstanding contributions to the Library and to their profession, which are recognized at the state, regional, national, or international levels.

III. **Establishing Initial Rank**
The Promotion Review Board is charged with reviewing the resumes and application letters of all candidates who are interviewed for a Library Faculty position. Based on the promotion criteria and levels of attainment described below, the Board recommends the rank at which to offer the position. Normally a candidate will be appointed at the rank of Affiliate when they show the potential to meet promotion criteria, but have not yet had the opportunity to gain the necessary experience to perform at the higher ranks. All job candidates invited for an interview should be directed to, or receive a copy of this policy as a part of the interview packet, and should be made aware that they may negotiate the offered rank.

IV. **Criteria for Promotion or Appointment**
The University of Virginia Library hires and promotes exceptional Library Faculty who not only show promise when first hired, but also grow in their professional roles. Library Faculty are expected to make sustained and increasing contributions to the missions of the Library and University, as well as to their professions throughout their careers. Promotion will be based on evidence of these sustained and increasing contributions; simply remaining at a rank performing at the same level will not qualify one for promotion.

A. **Job Performance and Development**
Library Faculty are expected to demonstrate excellence in meeting their position responsibilities, as defined by their job description and annual goals. Evidence of accomplishment may be drawn from a combination of performance ratings (overall minimum rating of "Effective"), discussion of individual successes, demonstration of successful administration of tasks, programs or services and other evidence that
establishes a record of a high level of achievement. Some representative competencies that demonstrate job performance include:

- **Job Knowledge**
  - Demonstrates understanding of the objectives, duties, and responsibilities of the job and how they contribute to the successful work of the department and Library.

- **Accountability**
  - Takes responsibility for fulfilling job duties, demonstrating consistently high quality work, productive output within the framework of the position, thoroughness in executing plans or projects, and the ability to coordinate a variety of activities successfully within set deadlines.

- **Communication**
  - Communicates effectively orally and in writing and ensures that key issues are addressed and important information shared in a timely manner, both inside and outside the department, as appropriate.
  - Listens carefully, considering all sides of an issue.

- **Customer Service**
  - Consistently demonstrates respect, responsiveness, and professionalism while providing superior service for customers, internal and external.

- **Creativity and Innovation**
  - Identifies new and different approaches or solutions to situations, problems and opportunities.

- **Teamwork**
  - Collaborates with others within the Library and across the University to achieve common goals and forms effective working relationships with staff at all levels.

- **Leadership**
  - Provides direction and motivation through displays of initiative, open communication, modeling of best practices, and openness to change.

- **Self-Development**
  - Acquires new knowledge and skills that contribute to individual and organizational growth, and may contribute to advancement of the profession.

- **Diversity**
  - Displays sensitivity to the views of others and encourages an inclusive environment.
For Library Faculty with supervisory responsibility:

- *Managing Employee Performance*
  - Communicates regularly with staff members throughout the year to set goals and offer constructive feedback about performance.
  - Encourages, and provides advice about, development and growth opportunities.

- *Effective Delegation*
  - Delegates work to enable the department to accomplish its goals.

- *Programmatic and Administrative Leadership*
  - Provides overall direction and vision for a unit or sub-unit, in line with the goals of the Library and University.
  - Creates opportunities for staff to develop and implement new ideas.
  - Demonstrates effectiveness in administration, including hiring, financial oversight, and conducting meetings.

B. **Service to the Library and University**

Library Faculty are expected to engage in service that supports the missions of the Library and University. Service includes activities outside one’s expected job duties that contribute to the advancement of the Library and University community. Some representative activities that demonstrate service include:

- Participates in Library or University governance, committees, organizations, and initiatives, e.g., General Faculty Council, Library Faculty Assembly Steering Committee. Such service might be achieved by volunteering, appointment, or election.
- Serves as a Promotion Advisor or reader.
- Collaborates or consults with faculty, students, and community members beyond the scope of one’s position.
- Builds productive relationships with Library and University colleagues outside of one’s immediate department.
- Organizes workshops, conferences, or other events for the Library or University community.

C. **Professional Contributions**

Library Faculty are expected to make substantive contributions to the library profession or the professional association appropriate to one’s department or role. Contributions include active participation toward the advancement of the profession, and demonstration of leadership in professional organizations and other related roles and associations. In addition, contributions to a relevant field of academic inquiry are valued. Some representative activities that demonstrate professional contributions include:
• Makes substantive contributions to professional and scholarly associations, including:
  o Holding office, serving on committees and panels, and organizing events at professional meetings of local, state, regional, national, and/or international associations.
  o Demonstrating leadership by organizing or chairing sessions at professional meetings, conference committees, associations, etc.
  o Presenting papers, conference posters, participating in a conference roundtable.
• Builds productive relationships with professional colleagues outside U.Va. to exchange information and cultivate creative problem solving, such as consultative or specialized activities applying one’s professional expertise.
• Teaches workshops or classes sponsored by academic or professional institutions and organizations.
• Contributes to relevant professional or scholarly knowledge, through writing, publishing, research, or other creative activities.

V. Promotion Expectations

A. Promotion from Affiliate to Assistant Librarian

Promotion Timeline: An Affiliate Librarian may apply for promotion to Assistant Librarian after serving for 12 months, and is required to apply for promotion no later than the promotion cycle immediately following the second anniversary of his/her appointment. (See Section VI.G) Under special circumstances a one-year extension may be granted by the University Librarian.

Candidates for promotion to Assistant Librarian are expected to reach a beginning level of performance as demonstrated by the criteria and examples below. These examples are not to be considered prescriptive, but indicate a level of performance consistent with promotion.

Job Performance and Development
• Demonstrates effective job performance and development as described in section III.A.

Service to the Library and University
• Joins and actively participates in at least one Library or University initiative.
• Seeks opportunities to collaborate with colleagues outside of home department or Library.

Professional Contributions
• Establishes membership in professional organizations.
• Attends professional conferences or workshops, either in person or virtually.
• Takes advantage of professional development opportunities.
• May be involved at some level in research, writing, or other relevant creative activity such as poster sessions or presentations.

B. Promotion from Assistant to Associate Librarian

Promotion Timeline: Candidates may apply for promotion to Associate Librarian, after serving five years at the rank of Assistant Librarian or its equivalent. Professional experience at another institution may count toward the five-year total, but three of the five years must be at U.Va. In exceptional cases, promotion to this rank may be made earlier. Library Faculty appointed to the rank of Assistant at the time of hire will become eligible for promotion during the promotion cycle immediately following the third anniversary of their appointment. (See Section VI.G)

Candidates for promotion to Associate Librarian are expected to perform at a consistently and increasingly high level as demonstrated by the criteria and examples below. These examples are not to be considered prescriptive, but indicate a level of performance consistent with promotion.

Job Performance and Development
• Demonstrates effectiveness in job performance as described in III.A. through evidence of substantial knowledge, understanding, and skill in performing the duties of his or her position.
• Demonstrates an ability to work independently; takes the initiative to suggest and implement new methods or procedures, and to foresee problems and suggest and implement solutions.
• Demonstrates examples of leadership that enable the Library to achieve its mission.
• Is recognized as a specialist or expert in a particular area that makes her or him a resource person for other Library staff.

Service to the Library and University
• Engages in productive participation in two or more Library and/or University committees or communities. Takes leadership roles in Library or University initiatives.
• Establishes substantial relationships and collaborations with academic or library faculty and others outside of home department.
• Demonstrates service that provides leadership in sustaining the mission of the Library and/or the University.

Professional Contributions
• Contributes to the profession, whether through professional organizations or through other efforts. Activities may include holding office, working on committees, task forces, or other groups; working on projects sponsored by professional organizations; or activity in other professional efforts.
• Is involved at some level in research, writing, publishing, or other relevant creative activity.
• Provides leadership, knowledge, and expertise in professional organizations or activities; is considered by peers to be a leader or expert.

C. Promotion from Associate Librarian to Librarian
Promotion Timeline: Candidates may apply for promotion to Librarian, after serving five years at the rank of Associate Librarian or its equivalent. Professional experience at another institution may count toward the five-year total, but three of the five must be at U.Va. In exceptional cases, promotion to this rank may be made earlier. Library Faculty appointed to the rank of Associate at the time of hire will become eligible for promotion during the promotion cycle immediately following the third anniversary of their appointment. (See Section VI.G)

Candidates for promotion to Librarian are expected to perform at a consistently and increasingly high level as demonstrated by the criteria and examples below. These examples are not to be considered prescriptive, but indicate a level of performance consistent with promotion.

Job Performance and Development
• Demonstrates exceptional effectiveness in job performance as described in III.A.
• Contributes to high-level decision-making and strategic planning within or beyond the department.
• Demonstrates examples of continued initiative, leadership and accomplishment.
• Is recognized as a specialist or expert in a particular area that makes her or him a resource person for other Library staff as well as for university staff or for professional organizations.

Service to the Library and University
• Maintains leadership role in Library committees or communities.
• Initiates and leads collaborations with other departments or libraries
• Uses professional expertise for the common good at U.Va.
• Demonstrates service that shapes the mission of the Library and/or the University.
• Creates or organizes one or more Library or University committees or communities.

Professional Contributions
• Demonstrates professional growth by a high level of involvement or accomplishment within professional organizations or other professional efforts.
• Pursues opportunities beyond the University Libraries in research, writing, publishing, or other relevant creative activity, such as speaking, teaching, or mentoring.
• Contributes to developments in area of specialization, demonstrating an appropriate level of understanding of current and future trends.
• Demonstrates leadership which helps to shape the future of the profession.
VI. Promotion Process & Schedule

See Appendix A for detailed packet formatting instructions and responsibilities.

A. Candidate's responsibilities

1. According to the Schedule for Promotion Review, each candidate for promotion will inform the Chair of the Board of his/her intention to apply for promotion. Library Human Resources will notify Affiliate Librarians when they are required to apply.
2. All candidates are required to:
   - Attend the information and training sessions given by the Board in regard to the Library's promotion process.
   - Follow the Instructions for Promotion Packets.
3. Candidates may:
   - Request that the Promotion Review Board assign them a Promotion Advisor.
   - Request a reader or readers from the pool of promotion readers.

B. Supervisor’s Responsibilities

1. Supervisors are responsible for mentoring their faculty for promotion and professional development. Suggestions for facilitating this process can be found at http://staff.lib.virginia.edu/HR/policy/mentoring.doc.
2. Supervisors should work with candidate to determine readiness to apply for promotion.
3. At a minimum, the supervisor is expected to discuss promotion and professional development with the faculty member during each annual evaluation. Library Human Resources will remind supervisors of this during the annual performance review process.
4. Supervisors will submit a letter that documents the candidate's suitability for promotion. Letters should address the candidates Job Performance, typically citing specific performance levels for the most recent two evaluation periods. The supervisor should also address Service and Professional Contributions criteria for promotion. Ideally, the candidate will share his/her promotion statement with the supervisor in order to better inform the supervisor’s letter.
5. Supervisors are encouraged to review the candidate’s packet before it is submitted.

C. Promotion Advisor’s Responsibilities

1. Promotion Advisors are responsible for guiding their advisees through the Library’s promotion process, and for understanding the Promotion Guidelines and helping their advisees to interpret them. Promotion Advisors are not ultimately responsible for the successful or unsuccessful promotion of their assigned faculty candidates.
2. Promotion Advisors are required to attend the information and training sessions given by the Board in regard to the Library’s promotion process.
3. Promotion Advisors should work with candidate to determine readiness to apply for promotion.
4. Promotion Advisors should follow the Instructions for Promotion Packets.

D. Reader’s Responsibilities
1. Promotion readers are members of a pool of Library Faculty who agree to read promotion packets and give feedback. Faculty at the ranks of Assistant, Associate, and Librarian are eligible to serve as readers. Readers are not ultimately responsible for the successful or unsuccessful promotion of candidates.
2. Readers should give constructive feedback on arguments made in the Promotion Statement, the case made for the impact of activities, the relevance of activities to promotion criteria, and the like.
3. Readers may offer editorial or proofreading services as requested by candidates.

E. Promotion Review Board Responsibilities
1. The Board will solicit Library Faculty volunteers as readers and Promotion Advisors.
2. The Board will assign Promotion Advisors to candidates for promotion upon request. (March)
3. The Board will provide training for the candidates, any interested faculty members, Promotion Advisors, and readers in promotion policies and the preparation of promotion packets. (April)
4. The Board will review the packet in accordance with the criteria and determine whether or not to recommend promotion. (July-January)
5. The Board will submit individual written recommendations for each candidate to the University Librarian. Each recommendation will include a justification statement together with appropriate supporting material. (due January 15)

F. Library Administration Responsibilities
1. Library Human Resources will notify supervisors and faculty at the beginning of the promotion cycle when faculty members are eligible for promotion and for which rank. (February 1)
2. Library Human Resources will issue a call for promotion applications to all library faculty members at the beginning of the promotion cycle. (February 1)
3. Library Human Resources will remind supervisors to discuss promotion and professional development with faculty during each annual performance review cycle. (May-June)
4. Library Human Resources will receive candidates’ promotion materials and list of references. (July 1- August 15)
5. Library Human Resources will solicit letters of recommendation from all references listed for each candidate. Letters will be due a month from date of HR letter. (within two weeks of receipt of promotion application)

6. Library Human Resources will forward all documentation to the Promotion Review Board. (July 1-August 15)

7. The University Librarian will notify the Board, the candidate, the candidate’s department head, and appropriate supervisor of his or her decision. (February 1)

8. The University Librarian will forward recommendations to the Provost. (February 1)

9. The University Librarian will notify the candidates, the candidates’ supervisors, and the Promotion Review Board of the Provost’s decision.

10. The University Librarian will notify the Library Faculty (e.g., via e-mail) of the promotion after it has been approved by the Board of Visitors. (June)

11. Library Human Resources will send a copy of this policy or a link to the online version to all interviewed job applicants. Library HR will explain to interviewees their right to negotiate appointment rank.

12. In order to foster University-wide service, Library administration will nominate Library Faculty for University-wide committees or other external committees and encourage participation in these bodies.

G. Promotion Schedule

- **February 1** - New Promotion Cycle Begins: Library Human Resources notifies faculty who are eligible for promotion that a new cycle has begun.

- **February 15** - Library Human Resources sends a reminder for written applications for promotion.

- **March 1** - Candidates notify the Promotion Review Board Chair and Library Human Resources of their intention to apply for promotion. Candidates should notify the Board if they want to be assigned a Promotion Advisor.

- **March 15** – Promotion Advisors are assigned by the Board.

- **April** - The Board will hold workshops open to all Library Faculty. The workshops are mandatory for candidates and Promotion Advisors.

- **July 1-August 15** - Applications for promotion may be submitted at any point during this period. Complete packets should be sent to Library Human Resources and the Promotion Review Board Chair no earlier than July 1 and no later than August 15. Packets are considered to be in their final form at the time of submission. Library Human Resources requests letters from references within two weeks of packet submission.

- **August 15-September 15** - Letters of reference are due to Library Human Resources and are forwarded to the Promotion Review Board.

- **July-January** - The Board deliberates on candidate packets.

- **January 15** - Recommendations of the Promotion Review Board are due to the University Librarian.
- **February 1** - The University Librarian notifies the Board, candidate, candidate's department head, and immediate supervisor of the decision and sends the recommendation to the Provost's Office.

- **June** - The Board of Visitors meets to approve promotion recommendations submitted by the Provost's Office. The University Librarian works with Library Human Resources to make a public announcement as soon as the BOV decisions are official.

H. Reapplication

1. Unsuccessful promotion candidates may reapply during any subsequent promotion cycle. They are encouraged to reexamine their activities, statement and documentation in light of the Promotion Review Board's comments.

VII. Promotion Incentives

Promotion incentives encourage greater participation by faculty, especially those new to the Library and the profession; they should be encouraged by making the rewards for promotion substantial and attractive. All promotion incentives will be granted subject to the availability of funds as determined in the Library budget allocation process each fiscal year. If for any fiscal year the Library is unable to grant incentives due to budgetary constraints the incentives will be postponed. Exact dollar amounts were recommended in 2004. The Library Administration and Library Human Resources may increase these promotion incentives without the necessity of officially revising this policy.

A. Professional Development Support

Faculty working at the affiliate level will be awarded double the professional travel allocation determined for staff research/travel time to assist in their professional development activities. Faculty above the affiliate level, who are on track for promotion as noted by the faculty member in his/her individual annual report and supported through documentation, will be awarded higher allocations for research time and funding, and for travel funding when funding is available and allocated for this purpose.

The specific amount for professional travel for all Library staff and the amounts allotted for promotion incentives for faculty above the affiliate level will be recommended annually in the budgetary allocation process.

B. Base Salary Increases

The base salary increase for faculty promoted from Affiliate to Assistant is $2,500. The base salary for faculty promoted from Assistant to Associate, or Associate to Librarian, will be within the range of $2,500 - $5,000 depending on salary equity and compression.
issues. Library Human Resources will review each case and make a salary increase recommendation to the University Librarian at the time of promotion.

VIII. Promotion Review Board

A. The Promotion Review Board is responsible for reviewing all Library Faculty promotion packets and making recommendations to the University Librarian regarding promotion in the Librarian and Professorial ranks.

B. Members of the Promotion Review Board will review the application materials of all candidates who interview for faculty positions at the University Library. The PRB will recommend, to the University Library Human Resources Director, an appropriate rank for each candidate based on the criteria outlined in this document. Job candidates should be apprised of this process and of their right to negotiate their appointment rank.

C. Membership and Governance

1. The Library Faculty Assembly Steering Committee will make recommendations to the University Librarian on Promotion Review Board membership, and the University Librarian will appoint members to the Board according to the criteria and guidelines for choosing Board members outlined below.

2. Criteria/Guidelines for appointment:
   - The Board will be composed of a total of six persons, of which a minimum of two and a maximum of four persons are drawn from the rank of Assistant Librarian or Assistant Professor. Additionally, the members of the Board should be selected so as to represent a broad spectrum of library functions and units. The HR Director or designate will be an ex officio, non-voting, member of the Board, advising the Board on organizational and procedural matters.
   - Library Faculty at the rank of Assistant Librarian/Assistant Professor or higher who have been members of the Library Faculty for at least one year are eligible for appointment to the Board. Board members must agree not to apply for promotion during their terms. The University Librarian, the Deputy University Librarian, and the Associate University Librarians shall not serve on the Board, other than in an ex officio capacity as outlined above.

3. The Board's membership follows a pattern of staggered terms to provide continuity. Three members will be appointed every year and all appointments last for two years. No one may serve for more than two consecutive terms.

4. If a vacancy occurs, the Library Faculty Assembly Steering Committee will appoint a replacement, and the person appointed will serve out the unexpired term. He or she may continue to serve for an additional full two-year term.
5. The Promotion Review Board will determine the Chairperson from among its members. The Chairperson will also serve on the Library Faculty Assembly Steering Committee.

6. Promotion recommendations will be made by the entire Board. The Chair will poll members if any are unable to attend meetings.

7. Board members who are in direct line over individuals in the promotion cycle should excuse themselves from participating in the review of those individual’s promotion materials.

8. All deliberations of the Board and Appeal Committees (and supporting documents) will be strictly confidential, and no person shall serve on the Board without agreeing in advance to keep the committee's deliberations confidential. It shall not be a breach of confidentiality for the Board or the University Librarian to consult with the Deputy University Librarian or Associate University Librarians.

D. Reporting

1. The Board will submit an annual report to the Library Faculty Assembly Steering Committee in March of each year.

2. The Board will submit reports and evaluations of its activities to the University Librarian as requested.

IX. Appeals

A. Appeal Procedure

1. When denied a promotion, a candidate may initiate appeal procedures by submitting a written request for reconsideration to the Board. The appeal must be made within fifteen calendar days of the candidate's notification of a negative decision by the University Librarian. The candidate's request must be accompanied by new supporting evidence or information to justify the appeal. All pertinent materials relating to the candidate's review and job performance will be made available to the Board by the candidate and his or her supervisor(s).

2. The Board will receive all appeals, and for those meeting the guidelines above, will appoint an Appeal Committee following the guidelines as detailed in Section IX.B. All materials received by the Board will be made available to the Appeal Committee. Additional information may be solicited when appropriate.
B. Procedure for Forming Appeal Committees

1. An Appeal Committee will consist of three Library Faculty members. One member will be selected by the University Librarian, one by the Board, and one by the candidate. All members of the Appeal Committee will be approved and appointed by the Board within fifteen days. The member selected by the Board will serve as Chairperson.

2. Persons serving on the Appeal Committee will not be of lower rank than the candidate. All members will have three or more years of service in the University of Virginia Library. The committee will not include anyone serving in direct line of supervision over the candidate, anyone supervised by the candidate, or any current member of the Promotion Review Board. No more than one person from any one department may serve on the Appeal Committee.

3. When it is impossible to choose an Appeal Committee that fits the preceding criteria, the Board has the authority to appoint a Committee that fits the criteria as nearly as possible.

C. Functions of Appeal Committees

1. An Appeal Committee will reconsider a denial of promotion for a Library Faculty member whose appeal has been received by the Board.

2. The Appeal Committee will reconsider the candidate's qualifications and accomplishments, and review the statements and all documents (both original and new) related to the case. Within six weeks of receipt of the appeal by the Committee, the Committee will submit a written recommendation to the University Librarian, together with all relevant material collected in forming the recommendation.

D. Notification

The University Librarian will notify the Board, the Appeal Committee, the candidate, and the candidate's department head and appropriate supervisor of his or her decision within two weeks of receipt of the Appeal Committee's recommendation. The University Librarian's decision will be considered final unless the candidate elects to initiate mediation procedures as described in the document University of Virginia Grievance Procedure for Administrative General Faculty (http://www.virginia.edu/provost/docs_policies/grievance.html).

E. Confidentiality

All deliberations of the Board and Appeal Committees will be strictly confidential.
X. Document Retention

The letter of nomination from the department head or appropriate supervisor, the statements from the Board and/or Appeal Committees, and the University Librarian's letter will be placed in the candidate's personnel file. One copy of all materials generated by the procedure will be kept in the University Librarian's office for five years after the Librarian's decision or five years after all deliberations are concluded at which point they will be destroyed per General Records Schedule No.103 - Series No. 1000499 (Promotion/Demotion, Layoff, Termination or Tenure Records). Access to these materials will be available only to the University Librarian. The PRB Chair will remind Board members to destroy all working documents at the end of the promotion cycle.

Submitted promotion packets will be returned to the candidate. With the permission of promoted faculty, packets may be used as models for faculty members during the promotion process. In this case, letters of recommendation will be removed from the promotion packet. A list of candidates who agree to allow their promotion packets to be used as models will be available from the Library Human Resources.

XI. Revisions

This document should be revised by the Promotion Review Board as necessary. To be approved, the revisions must receive the affirmative vote of a majority of the voting members of the Board. The revisions shall then be submitted to the Library Faculty for a vote. They shall be adopted upon an affirmative vote of two-thirds of the voting Library Faculty. If adopted they will be reported to the University Librarian with the recommendation that they be adopted.
Appendix A: Instructions for Promotion Packets

(Approved April 2009, Revised November 2011)

**Candidate’s Responsibilities**
- Notifying supervisor of intent to apply for promotion, and begin discussing the promotion process.
- Attending the Board’s promotion training session.
- Requesting a Promotion Advisor if desired.
- Asking the Board to assign another advisor should the relationship prove ineffective.
- Meeting with the Promotion Advisor.
- Setting deadlines for completion of parts of the packet.
- Completing the application packet according to these instructions.
- Viewing previous promotion packets.
- Making sure the Promotion Advisor, if you’ve requested one, reviews the packet prior to submitting it to the Promotion Review Board.
- Requesting the supervisor to review the promotion packet.
- Editing grammar, punctuation, and spelling in the packet.
- Having a third party or a reader read the packet for grammar, spelling, and general proof-reading.
- Ensuring that the packet is delivered to any readers, advisors, proof-readers well in advance of August 15th final deadline.
- Reviewing the organization and presentation of the packet.
- Submitting the packet by the established deadline.
- Apprising references and supervisor of criteria and activities the candidate will focus on in the statement; forwarding them a copy of the resume and statement (if applicable). References should also be advised to focus on the impacts the candidate’s activities.

**Promotion Advisor’s Responsibilities**
Promotion Advisors are appointed by the Promotion Review Board upon request by a promotion candidate.
- Meeting with the candidate.
- Assisting the candidate in determining readiness for promotion.
- With the candidate, setting deadlines for completion of parts of the packet.
- Discussing the resume/CV and accomplishments with the candidate to determine which accomplishments should be emphasized in the candidate’s statement.
- Advising the candidate on how best to make the case for impacts in these areas.
- Encouraging the candidate to consult with supervisor and other mentors.
• Encouraging the candidate to contact the Board to seek another advisor should the relationship prove ineffective.

Reader’s Responsibilities
The Board will seek volunteers from among all Library Faculty to serve in a pool of readers. Candidates will be provided with a list of these promotion readers.

I. Readers should give constructive feedback on arguments made in the Promotion Statement, the case made for the impact of activities, the relevance of activities to promotion criteria, and the like.

J. Readers, who wish to, may also proofread and offer formatting and editing advice.

Packet Submission
The promotion packet is only accepted electronically. All portions should be in PDF format. Original documents (cover letter, table of contents, CV, letter from supervisor, Promotion Statement, references) should be created in Microsoft Word, Adobe Acrobat or other suitable software that can be saved as a PDF. For all documents not specifically created for the packet (position description, supporting documentation), the PDF document should be created via scanning or screen shots. Candidates needing technical instruction or assistance in any method of PDF creation should notify the Board.

Completed packets should be submitted as one or a suite of PDF documents. All promotion documents should be sent to both Library Human Resources and the Chair of the Promotion Review Board. The filename should identify the candidate (name or computing ID) and year, e.g., abc3e-2012.

Packet Contents
• Cover letter
• Table of Contents
• Position description
• Resume/Curriculum Vitae
• Letter from the supervisor
• Promotion Statement
• Relevant supporting documentation. If supporting documentation is organized into multiple appendices, provide cover sheets to differentiate.
• List of at least three references with contact information

Cover Letter
This letter should be brief; it is an introduction to your packet. The cover letter should be in standard business letter format and state qualifications for promotion, such as, education, years of experience at present rank and evaluation ratings of past annual reviews. The letter should
specifically state when the candidate’s “promotion clock” began. In most cases this would be either the hire date or the date of last promotion, but it could be a date prior to employment at U.Va. if the candidate wanted previous work experience to count toward promotion.

Table of Contents
Outline the organization of your packet, including page numbers and appendices.

Position Description
Use your most recent position description (available from Library Human Resources). If you have recently changed positions or have significantly upgraded your responsibilities, also include your previous position description. Candidates applying for Associate Librarian or Librarian who wish to include experience at other institutions should provide those job descriptions if possible.

Resume/CV
Include a copy of your most recent resume/CV. The Board recommends updating this document every time you accomplish a significant task or at least every year when doing your annual report. The resume/CV should include your entire professional history. It is expected that your resume/CV will include detail about each position you have held, as well as complete documentation of publications, presentations, committees served on, etc. You should pick a citation style (Chicago Manual, APA, etc.) to use for publications and presentations and use it consistently.

Supervisor’s Letter
- Use standard business letter formatting.
- Evaluate whether the candidate is ready for promotion.
- Stress outcomes and impacts of contributions made by the candidate.
- Provide specific examples and avoid generalities.
- Refer to the job performance with evidence from recent evaluations including:
  - Performance rating(s)
  - How well duties were performed
  - Increasing levels of responsibility
  - New assignments that were given
  - Special contributions to the unit or department
  - Major projects completed

Supervisors’ letters are also expected to be grammatically correct. They will be included in the final packet that is sent to the Library Director and the Provost.
Promotion Statement
This is the most important section of the packet. Your first draft should include everything you think is significant. It can then be organized around the promotion criteria. It should clearly demonstrate the impact of your actions related to the criteria. The final product should be concise but with relevant details.

As you write your statement and address the three criteria, remember that any activity should only be used once in your statement. You might refer to aspects of it in another section, but the primary explanation of an activity should be discussed under only one of the criteria:

- Job performance
- Service to the library or University
- Professional contributions.

It’s important to frame the activity in terms of the promotion criteria. Your statement should clearly demonstrate the impact of your actions related to those criteria. Impacts can be demonstrated in a variety of ways

- Evaluations of teaching or workshops.
- Reports written.
- Outcomes of recommendations of consultations.
- Reviews of books or articles.
- Written praise from teaching faculty members. Be sure to retain any complimentary emails from faculty.
- Improved access to collections or services, etc.

Include active links within the body of the Promotion Statement to any online supporting documentation. This would include articles available online, websites, links to VIRGO records for books, professional blogs, presentations, committee reports, etc. When a link is provided within the Statement it is not necessary to provide any further documentation of the activity. Should you want to provide expanded documentation of the impact of the activity it can be provided as a link if it’s available online (an online book review), or in the supplementary documentation section.

Consulting printed promotion packets on file in Library Human Relations can be very helpful as you organize and write your promotion statement. Impacts are sometimes tricky to identify and demonstrate. Looking at previous well-prepared promotion statements can help a candidate build a good case for promotion. It can also provide good examples of demonstrating the impact of an activity. Other helpful resources include the “Good, Better, Best” examples, and the promotion workbook which might be helpful in assessing impacts of activities, both of which are a part of the promotion training.
Include only items that you have accomplished since you became faculty at U.Va. or since your most recent promotion. Faculty hired as Assistant or Associate Librarian may use professional experience from a previous institution as material for promotion.

Report on professional activities, such as:
- Service on Library, University, or association committees.
- Presentations given to various groups, including those outside of the University.
- Articles and research published.
- New workflows or service models implemented.
- Policies changed.

Be sure to emphasize outcomes and impacts; show what difference your accomplishments made to the organization.

Supplementary Documentation
Active links in PDF Promotion Statements can provide evidence both of the activity (links to online articles), and the impact (links to reviews of books). There should be a clear connection between the discussion in the statement and the supporting documents. If the relevant documentation is not available online use and refer to numbered or lettered appendices in the Promotion Statement so that documentation can be easily and quickly referenced when reading the packet.

Not every single point made in the promotion statement requires supporting documentation. Documentation should clearly follow the items discussed in your statement, and should address the impact of the accomplishment. Include such items as:
- Reviews of books you have published.
- Letters of commendation or recognition.
- Supporting data (e.g. LibGuides statistics, User Education statistics, web analytics, etc.).
- Summary of class evaluations.
- Peer reviewed article or book citation data.

Any of the above documentation may be referenced by links within the Promotion Statement. Include scanned documentation only when necessary.

References
List at least three references and contact information. Library Human Resources will contact these references in August when it is time for the letters to be submitted. Additional references will not be solicited without the candidate's permission. Candidates shall not have access to their letters of recommendation. Unsolicited letters shall not be considered.
Affiliates do not need to ask for references outside of the University. Assistants/Associates should have at least one non-University letter. These references can be chairs of committees or leaders of groups you have worked on, previous supervisors, colleagues, staff who have worked for you, etc. The University Librarian, the Deputy University Librarian, and Associate University Librarians should not normally be asked to write letters of reference, unless one of them is or has been the candidate's immediate supervisor.

Candidates should be sure to:

- Contact the references in advance and make sure they are willing to write letters for you.
- Be explicit about the criteria and activities you want your references to address.
- Send a copy of your resume to your references.
- If possible, send the portion of the promotion statement relating to the activities you wish the reference to address.
- Let your references know that they will be hearing from someone else about when to write the letter, where to send it, etc.

Checklist for Promotion

- **March 1**: Notify Promotion Review Board of intention to apply for promotion.
- **March 15**: Board assigns packet advisor, if requested.
- **Apr/May**: Candidate and advisor, if requested, attend packet preparation training. Candidate and advisor begin regular meetings, focusing first on resume and criteria.
- **May/July**: Candidate gathers documentation. Updates resume. Writes Promotion Statement.
- **June 15**: Candidate notifies references of criteria and promotion process, and sends resume; Candidate sends resume to Supervisor to aid in the writing of the Supervisor's letter. Candidate may send copies of Promotion Statement to references and supervisor.
- **By or before July 1**: Candidate submits drafts of packet items for review by advisor.
  - Cover letter
  - Resume
  - Letter from supervisor
  - Promotion Statement
  - Any supplementary documentation
- **June/July**: Candidate works with advisor to refine drafts to final products
- **July 1-August 15**: Candidate submits packet to Library Human Resources and Chair of the Promotion Review Board.
Appendix B: Promotion In Academic Rank For Librarians

1. Procedures for promotion in academic rank are based on the current guidelines from the College of Arts and Sciences. See the Dean’s website at http://artsandsciences.virginia.edu/dean/policies-procedures/tenure.html.

2. Librarians who chose to retain their professorial titles in 1993 are eligible for promotion in Non-Tenure-Track Faculty academic rank following the same schedule and procedures as described above for promotion in library ranks. Those people who chose librarian ranks in 1993 are not eligible to revert to academic ranks or for promotion to a Non-Tenure-Track Faculty academic rank.

3. As members of the Non-Tenure-Track Faculty, Library Faculty are not eligible for tenure, and promotion in academic rank for Library Faculty does not involve consideration of tenure.
   (See the Provost’s website at https://etg07.itc.virginia.edu/policy/policydisplay?id='HRM-003')

4. Nominations for promotion in academic rank will be considered by the Promotion Review Board concurrently with nominations for promotion in library rank.

5. A successful candidate for promotion to Associate Professor will be expected to meet all the requirements for promotion to Associate Librarian.

6. A successful candidate for promotion to Professor will be expected to meet all the requirements for promotion to Librarian.

7. Candidates for promotion to Associate Professor or Professor must submit the same supporting documentation as that required for promotion to Associate Librarian or Librarian.

8. The University Librarian will forward recommendations for promotion in academic rank to the College of Arts and Sciences for review by their committee.

9. If denied promotion a candidate may initiate an appeal following the procedures for promotion in library ranks.